



Launching & Building Effective Joint Health & Safety Committees

Students' Manual



A Program of the
Health & Safety Department
International Union, UAW

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Overview of the Course

- I. **Introductions and Overview of Session (Page 4)**
 - a. Explanation of using post-it notes to log needed actions throughout session
- II. **Developing an Effective Committee Charter and Operating Plan (Page 5)**
 1. Completing a “**Status Check**” survey and identifying areas in need of improvement
 2. Developing a **Shared Agenda** for Health & Safety Committee Action
 - a. **Challenges and guidelines** Committees need to consider
 - b. Identifying and prioritizing **independent goals and concerns**
 - c. Identifying the **common ground** and distinct (differing) interests
 - d. **Problem solving concerns**
 3. Identifying or determining Committee **authority and procedures** for action
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 5. Reviewing the **duties** of a Health & Safety Committee:
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- III. **Maintaining Effectiveness through the Phases of Committees (Page 40)**
 - a. The dangers of the **start-up phase**
 - b. The dangers of the **intermediate phase** and strategies for overcoming them
 - c. The characteristics of the **mature phase**, dangers and strategies to overcome them
- IV. **Conducting Effective Walkarounds and Inspections (Page 46)**
 - a. An overview of how to develop an **annual inspection plan**
 - b. **Preparing for an inspection** – research and preliminary review of information
 - c. **Tips** for conducting an effective inspection and writing good reports
 - d. Small group **analysis of checklists** to identify the characteristics of effective survey tools
- V. **Developing a One-Year Action Plan (Page 53)**
 - a. Transforming post-it note actions into **SMART goals**
 - b. **Prioritizing steps and scheduling** action over the coming year
- VI. **Wrap-Up (Page 59)**
 - a. **Evaluating** the session’s effectiveness
 - b. Identifying how the day’s session will impact the Committee’s future

Appendix: Common Questions about Building Effective H&S Committees (Page 60)



Additional References & Handouts

UAW Documents and Materials –

- *Health & Safety Committee Charter* (To be distributed at start of session)
- *UAW No. 5, 2001 Newsletter on OSHA Record Keeping Changes – 300 Logs, 301 Reports*
- *Warning: Behavior-Based Safety Can Be Hazardous to Your Health*
- *Pocket Guide to Using OSHA*
- *Legal Rights & Responsibilities Under OSHA*
- *List of UAW Health and Safety Training Programs*
- *Health & Safety CD Rom* (One CD available per Committee)
- *Internet Resources List*

US Dept. of Labor –

- *General Industry Digest Summary of OSHA Standards*
- *OSHA 300 Log Sheets and 301 Report Forms* (To be distributed during “Building a Pro-Active Agenda” segment)

Publications from the former Labor-Management Council for Economic Renewal, UAW Region 1A:

- *“Just How Much Joint Decision-Making Do You Really Want?”*
- *“Developing an Effective Labor-Management Ergonomics Program”*
- *“A Case Study of Effective Joint Health & Safety Committee Action”*
- *“Guidelines for Building Effective Joint Initiatives”*
- *Packet on Conducting Effective Surveys* (Distributed at “Building a Pro-Active Agenda” segment)

Other

- *Sample MSDS’s -- New Jersey Dept. of Health, supplier, Internet-accessible, and National Institute for Occupational Safety and Health (NIOSH)* (Distributed at “Building a Pro-Active Agenda” segment)
- *Sample Symptom Survey* (Distributed at “Building a Pro-Active Agenda” segment)
- *Sample Inspection Checklists* (To be distributed during checklist analysis exercise)



SECTION I: Introductions

Individual Introductions:

- ◆ Your name, worksite, local union, job title and/or Union title

Joint Health & Safety Committee Introductions (See Group Charter!):

1. **How long** has your Committee been operating? _____
2. What is its understood **purpose**? _____

3. **From whom** have you received **what directives**? (i.e. plant manager, UAW leaders)

Who	What
_____	_____
_____	_____
_____	_____
_____	_____
4. What areas or **responsibilities** do you know are **within your turf**?
 - 1) _____
 - 2) _____
 - 3) _____
 - 4) _____
5. What areas or **responsibilities** do you know are **outside your turf**?
 - 1) _____
 - 2) _____
 - 3) _____
 - 4) _____

Answer the following throughout the session --

6. What **action does your Committee need to take** to increase its capacity and more effectively achieve its mission?

Sticky notes and Committee Charters are at the tables. As we cover ideas, you'll think, "Our Committee needs to do (fill in the blank) to take care of this!" When you do, write that action on a post-it note, along with the page number that sparked it. Pile the notes in front of you. They will be used in the wrap-up planning exercise.

The **Charters** provide a place to summarize the agreements that define your Committee. You may wish to use it to log your responses today, or use it once you are back at your site to ensure you've reached agreement on all issues.



SECTION II: Developing a Charter & Operating Plan

A Checklist to Clarify Your Committee's Status

Column 1 -- Does this item describe your committee? Answer YES, NO, or SOMEWHAT

Column 2 -- Is this item important to your Committee's effectiveness? Respond YES, NO or SOMEWHAT

ITEM -- Each sentence starts with "Does Your Committee..."	1	2
1. ...have a clearly defined mission built on common ground from separate agendas?		
2. ...maintain a proactive agenda for action?		
3. ... jointly conduct all aspects of its work – research, design and implementation?		
4. ... have the right members who represent all departments, shifts and interest groups?		
5. ...have jointly agreed upon procedures for selecting members for the committee?		
6. ... have members that stay on the committee for long periods of time ?		
7. ...have behaviors that members have committed to uphold to build trust among themselves?		
8. ...have clearly defined roles & responsibilities for committee members?		
9. ...have training for members to ensure they are knowledgeable and capable?		
10. ... keep informed about worker concerns (surveys, interviews, suggestion forms)?		
11. ...get the information it needs to address problems?		
12. ...provide training opportunities to its members?		
13. ...have clear policies and procedures that define its authority so it can take action?		
14. ...know what its budget is for health and safety expenditures?		
15. ...have a reasonable amount of release time members can dedicate to Committee work?		
16. ... work well with other departments and functions at the facility?		
17. ...coordinate/communicate well with the Union committee and upper management ?		
18. ...hold effective meetings that get work done?		
19. ... meet not less than once a month and keep to an agreed upon schedule?		
20. ... prioritize issues to address and tackle them one-by-one effectively ?		
21. ... address disagreements among committee members well ?		
22. ... get work done between meetings that effectively carries out decisions?		
23. ... allow time for both labor and management representatives to meet outside the joint meetings to address issues and prepare ?		
24. ...carry out effective communication with others in the facility?		
25. ... publicize its accomplishments and successes to the whole facility?		
26. ... involve workers in sharing their knowledge and helping in solving problems?		
27. ... provide education opportunities to workers (training, updates, fact sheets, videos)?		
28. ... value and appreciate the union's role in identifying implementation problems based on members' concerns, and management's role in identifying roadblocks caused by cost and production demands?		
29. Do most people in your facility know who the committee's members are?		
30. Do people in your facility come to committee members to resolve H&S issues?		

3. Circle the items that your committee most needs to improve and fill out a post-it note for each action.

4. Next, compare your responses to those of others on your Committee:

What are the common understandings? Where are the differences? What work has to be done?



Section II: Developing an Effective Committee Charter and Operating Plan, Section 2

Building Consensus on an Agenda by Acknowledge Diverse Needs and Views

The **first step** any group needs to take to ensure its **success is to develop a clearly stated and fully agreed upon purpose to drive its activity**. Whether a group is formed of many individuals, or of many individuals as well as different organizations, as is the case with joint committees, it's important for the groups to know what all members want and need to make their participation successful.

Among the many areas of joint activity, **healthy and safety may be the most potentially explosive**:

- a. With the possibility of serious injury, illness or death, it is easy for **union representatives** to **feel passionate** about ensuring the best possible conditions regardless of the cost or inconvenience to the employer.
- b. On the other hand, **management** is constantly **under pressure to maximize production, ensure on-time delivery, and reduce costs**. These demands can make it difficult to enforce the safest and healthiest choices. It may be very tempting to get to the health and safety issues "tomorrow."
- c. **If union reps feel thwarted** by management in efforts to ensure safe and healthy conditions, **they can** feel righteously indignant, and **become polarized and oppositional or demoralized and withdrawn**.
- d. Management, feeling the pressure to **comply with laws and regulations**, may resort to **discipline** as a means to enforce compliance.
- e. Despite individual manager's own commitment to health and safety, priorities within the employer organization may make it difficult to satisfy union hopes. If the **conflict is personalized** and people feel attacked, relations deteriorate.

Has your site experienced any of these challenges?

oNO! oYES!! *Circle those you've experienced --* a. b. c. d. e.

Please describe: _____



Why Clarity About Goals & Concerns is Important

Hopefully, you can see why, if there is any arena where **the easy promise of some joint programs** –

“If we just sit down and discuss this reasonably, we can work it out.” Or,

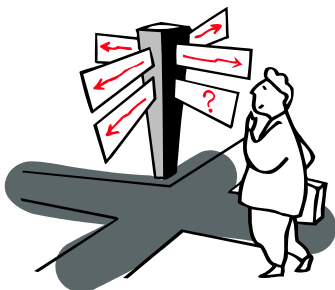
“We really have the same interests if you just think about it.”

-- **is dangerous**, it's in joint health and safety initiatives.

Have you ever had contentious debates about:

- | | |
|--|------------|
| a) How much to spend to safeguard equipment? | oNO! oYES! |
| b) How much to stall operations to implement safer procedures? | oNO! oYES! |
| c) How much of what kind of training is enough? | oNO! oYES! |
| d) How to enforce healthy and safe behavior among workers? | oNO! oYES! |
| e) Whether to go through the trouble and expense of replacing hazardous substances which may not be as well suited to the customer's demands? | oNO! oYES! |
| f) Whether to purchase a lifting table to relieve ergonomic concerns – before an injury or accident occurs? | oNO! oYES! |

The **heightened emotions and pressures** associated with health & safety **make it critically important to clarify the joint committee's:**



- **Goals**
- **Authority**
- **Boundaries**
- **Roles & responsibilities**, and to build its ability to
- **Apply constructive interaction skills** to the decision-making process.

One important point in this discussion is to recognize the **hierarchy of controls** – to acknowledge which are the most cost-effective *and* health-effective responses to workplace hazards.

Then, to inoculate your committee from the potential of issues blowing up, it is best to identify your issues and concerns and **explore how you can move forward together**.



Section II: Developing an Effective Committee Charter and Operating Plan, Section 2

The Hierarchy of Health & Safety Controls

A heated debate often occurs between labor and management in the health and safety arena that is sometimes referred to as the “**Do we fix the workplace or the worker?**” issue.

Management’s tendency, given its focus on workers’ behavior and short-term cost reduction, is to argue for ‘fixing the worker’ solutions: protective gear and discipline for failure to follow procedures. The Union considers this to be “blaming the victim” and advocates for solutions that ‘fix the workplace.’

Research indicates that the latter approach is actually more effective and less expensive in the long run. One reason is that human behavior can never be completely regulated and controlled, so solutions based on compliance with procedures will always lead to mishaps. Machine controls and replacement of hazardous materials are much more capable of guaranteeing safety and health. The UAW’s and OSHA’s analysis of control effectiveness is captured in the graph below. (See attached article on “**Behavior-Based Safety.**”)

MOST EFFECTIVE ↓ ↓ ↓	1. Elimination or Substitution	<ul style="list-style-type: none"> • substitute for hazardous material • change process to eliminate noise • perform task at ground level • automated material handling
	2. Engineering Controls	<ul style="list-style-type: none"> • ventilation systems • machine guarding • sound enclosures • circuit breakers • platforms and guard railing • interlocks • lift tables, conveyors, balancers
	3. Warnings	<ul style="list-style-type: none"> • computer warnings • odor in natural gas • signs • back-up alarms • beepers • horns • labels
	4. Training & Procedures	<ul style="list-style-type: none"> • Safe job procedures • Safety equipment inspections • Hazard Communications Training • Safe Lifting Training • Lock-out • Confined Space Entry, etc...
LEAST EFFECTIVE	5. Personal Protective Equipment	<ul style="list-style-type: none"> • safety glasses • ear plugs • face shields • safety harnesses and lanyards • knee pads

Does your Committee agree about where to focus in the hierarchy? ☐NO! ☐YES!

How do your members feel about the hierarchy?

_____	Thinks it is	<input type="radio"/> Accurate	<input type="radio"/> Probably true	<input type="radio"/> Questionable	<input type="radio"/> Wrong
_____	Thinks it is	<input type="radio"/> Accurate	<input type="radio"/> Probably true	<input type="radio"/> Questionable	<input type="radio"/> Wrong
_____	Thinks it is	<input type="radio"/> Accurate	<input type="radio"/> Probably true	<input type="radio"/> Questionable	<input type="radio"/> Wrong
_____	Thinks it is	<input type="radio"/> Accurate	<input type="radio"/> Probably true	<input type="radio"/> Questionable	<input type="radio"/> Wrong



Section II: Developing an Effective Committee Charter and Operating Plan, Section 2

UAW Collective Bargaining Agenda for the Right to Know

- 1) The company will **not purchase materials without an adequate data sheet and label**. The Union will be able to review documentation prior to the purchase of materials.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 2) The company will request that **suppliers provide all ingredients with identifiable chemical names** and percentage composition on a non-confidential basis on material safety data sheets (MSDS's).
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 3) **Basic toxicology references should be checked** to confirm that health warnings on supplier provided materials are appropriate.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 4) **Potential hazards of materials should be jointly evaluated** by the local health and safety committee during in-plant surveys.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 5) **Complete formulation and hazard data should be available to union and exposed workers** on the MSDS, as required by OSHA 1910.1020.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 6) Company should agree to **provide a copy of an MSDS to workers on request**, within the shift requested.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 7) **Transfer containers will be labeled** with all names of hazardous ingredients and appropriate hazard warnings, including target organs affected. The company will attempt to get suppliers to upgrade labels or will re-label incoming containers.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 8) The **training** which the company is required to give under the Hazard Communication Standard **will be a joint union/management program**.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 9) **Training materials will be jointly reviewed and selected**. Where outside vendors or trainers will be employed in the program, they will be jointly evaluated and the company will consider persons selected by the union.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 10) **Training will be delivered jointly** by teams including union representatives. Training will not generally be delivered by foremen. Foremen and Union representatives will be given training by the joint program."
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.
- 11) The parties will recognize the benefits of informed employees. **The company and union will work together to assure that "right-to-know" becomes part of plant culture**, not just a compliance issue. Initiatives will include trainings and ongoing distribution of updated material.
 - o **YES**, we already do this.
 - o **NO**, we don't do this now.



Particular Concerns of Joint Health & Safety Committees

The UAW Health & Safety Awareness Training Manual, Joint Health & Safety Committee Module highlights common shortfalls of many joint committees:

“Many committees lack clear understanding of the respective roles of workers and the employer. There needs to be clear lines of authority and clearly defined goals. Rather than identifying hazards so that they can be corrected, the committees often become little more than convenient dumping grounds for complaints, bogged down in their own procedure, with no commitment to action.

“The solution is obvious. **More and better training of representatives is needed** so that ...the committee understands its role and does its job. Representatives need to be well trained and have the authority to implement improvements.

“Another requirement for maximum effectiveness is an agreement between the union and the employer that goes beyond minimum OSHA standards. **A Workplace Health and Safety Agreement can establish the following:**

- **commitment** to improving health and safety;
- clear **roles defined** for the participants;
- committee **procedures** determined; and
- direct lines of **authority** set out for taking action.

“The agreement should also **establish the assistance and resources** which **the employer will provide**. Examples include:

- **information** - paid **educational** leave for committee members
- paid **time off for committee business**, including regularly scheduled meetings
- **office space** - purchase of **reference materials**
- newsletter and/or other **communication methods** for keeping all employees informed.

“An agreement should cover the entire process from communicating reports of problems on the shop floor to resolving disputes.”

These conditions should ensure that joint health and safety committees don’t fall victim to another common trap -- that **hourly workers are intimidated enough by the technical nature of health and safety material that they defer to management** experts about hazards and exposures. It is important that union members of joint committees receive good, thorough training so that they are fully prepared to take a pro-active role.”

What does your contract specify? Please review your contract language pertaining to the joint health and safety Committee, and refer to it as we develop your agenda.

Now that we’ve reviewed the issues with agenda development, we will **break into two groups**: one with management representatives only, and the other with Union representatives only.

Please complete your group’s questionnaire on one of the next two pages.



Section II: Developing an Effective Committee Charter and Operating Plan, Section 2

What Are the Employer's H&S Goals & Concerns?

I. What goals do you want your joint Health & Safety Committee to achieve?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

II. What concerns do you have about the Committee's ability to achieve your goals?

1. _____

2. _____

3. _____

4. _____



What Are Your Union's H&S Goals & Concerns?

I. What goals do you want your joint Health & Safety Committee to achieve?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

II. What concerns do you have about the Committee's ability to achieve your goals?

1. _____

2. _____

3. _____

4. _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 2

Exploring Labor & Management's Common Ground

1st: In the small groups, employer and union representatives **prioritize the goals they've identified** in order of importance, ranking them by the total number of goals each group listed. If a group listed 8 goals, rank them in order from 1 to 8, 1 being the most important, 8 the least.

➤ *Rank the items to reflect **which goals would most influence decisions on a day to day basis in responsibilities as employer or union representatives**, not on personal values.*

2nd: Each group **reports out its goals**, one at a time, **without identifying their priority ranking**.

3rd: The entire group discusses the following questions:

1. How much **common ground** do labor and management have **in their goals**? *See next page.*
2. What **surprised you in the other group's list** that you now realize is important?
3. Do the **common goals appear to be a full agenda for the Committee**?
4. What management and union **goals are different**? *Why are they important to the side that presented them?*
5. How will the Committee relate to the **distinct goals** of labor and management?

Distinct Goals

Joint Committee's Relation to this goal

4th: Each small group will report out **how it has prioritized goals**.

5th: The large group discusses the following questions:

6. What **similarities and differences are there in the group's priorities**?
7. **What difficulties might these differences cause a committee?** *(Add to the concerns list.)*

- 1)

- 2)

- 3)

- 4)

6th: Each group **reports out its concerns**, one at a time, using a round robin as above.

7th: Engage the full group in discussing the following questions.

8. What **common concerns** do labor and management have?
9. What management and labor **concerns are distinct and different (not mutual)**? *Why are they important to the side that presented them?* We will ask Committees to problem solve ALL concerns raised – both common and distinct – once we've finished working on goals.



Building a Joint Committee Agenda

Common Ground – Goals of Labor <i>and</i> Management	Employer Priority	Union Priority	Joint Priority
1. _____ _____ _____	# ____	# ____	# ____
2. _____ _____ _____	# ____	# ____	# ____
3. _____ _____ _____	# ____	# ____	# ____
4. _____ _____ _____	# ____	# ____	# ____
5. _____ _____ _____	# ____	# ____	# ____
6. _____ _____ _____	# ____	# ____	# ____
7. _____ _____ _____	# ____	# ____	# ____
8. _____ _____ _____	# ____	# ____	# ____
9. _____ _____ _____	# ____	# ____	# ____



Overcoming Your Concerns

I. What concerns did your group's members identify?

1. Concern: _____

How We'll Tackle It Constructively: _____

2. Concern: _____

How We'll Tackle It Constructively: _____

3. Concern: _____

How We'll Tackle It Constructively: _____

4. Concern: _____

How We'll Tackle It Constructively: _____

5. Concern: _____

How We'll Tackle It Constructively: _____

6. Concern: _____

How We'll Tackle It Constructively: _____



What does your contract specify?

- Please refer to what's already defined by your contract as we develop the Charter.

1) Defining the Authority of the H&S Committee:

"Empowering" joint committees without clear boundaries and guidelines has caused many headaches over the past 25 years. Reaching agreement on the following points can help the Committee operate smoothly and effectively:

- i. Is the H&S Committee serving **only an advisory role (OR, see ii.)**? ☐ YES ☐ NO

a) If so, **to whom does it submit proposals** for consideration?

b) **What recourse does it have** if its recommendations aren't approved?

- ii. OR, does the Committee have **certain authority to implement its ideas**? ☐ YES ☐ NO

Within what parameters or boundaries? *Please define:* _____

a) **Who should be notified prior to implementing Committee-generated changes?**

☐ Supervisors of affected employees ☐ All affected employees

☐ Union representatives: (Please specify) _____

☐ Other employer representatives: (Please specify) _____

b) How much of a **budget** does it have for **purchases**? \$ _____ per _____

... **training**? \$ _____ per _____

...**time-off**? # _____ hours per _____

c) **Does your Committee already have procedures in place or does it need to define them regarding...** (If yes, please define.)

Instructing the Maintenance Department to alter equipment? ☐ YES ☐ NO

Determining request's priority among the department's list of work to be done?

☐ YES ☐ NO

Instructing any departments to change operating procedures and processes?

☐ YES ☐ NO

Having other departments provide it with technical assistance? ☐ YES ☐ NO

Handling difficulties in engaging the cooperation of others in the site?

☐ YES ☐ NO

d) **Does your site have a separate Ergonomics or other Health & Safety Committee?**

☐ YES ☐ NO

If so, complete this charter for that Committee as well.



Section II: Developing an Effective Committee Charter and Operating Plan, Section 4

2) **Defining the Committee's Membership**

- Given your group's charter, **identify what interest groups you'd ideally like represented.** It's important to have a **high ranking management** representative to illustrate the issue's importance to the site and promote follow through on recommendations. It is also best to have **non-health and safety management staff** on the Committee. This emphasizes that the commitment to ensuring that health and safety are the responsibility of every manager. *Use this sample analysis grid to identify which interest groups are important to your site.*

COMMITTEE COMPOSITION			
Significant Interest Groups	Days	Afts	Nights
All three shifts			
Site's Safety Manager			
Union Chair or Delegated Committee Member			
Production worker			
Skilled trades worker			
Shop-floor Supervision			
HR Manager			
Materials & Shipping			

- Given its purpose, **what expertise** do you need? _____
- What **authority** needs to be represented? _____
- Does the committee reflect the **sexual, racial and/or ethnic make-up of the facility**?
 - ☐ YES ☐ NO ☐ Somewhat *Who's missing?* _____
- How many people** can you have as core Committee members? _____
This will vary depending on the size of your site, usually ranging from four to eight or ten. Any larger, and it will be more of a challenge to run great meetings.
- Given the size of your Committee**, what interest groups, expertise and authority do you want to ensure? **Review your responses above.** *One strategy is to ensure that some Committee members represent more than one interest group.*
- Will there be **alternates or substitutes**? ☐ YES ☐ NO
 If so, will they attend meetings? ☐ YES ☐ NO
 If not, how will they be kept informed of Committee activity? _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 4

3) **How Will Hourly Committee Members be Selected?**

There is no perfect way to set up a Committee. Numerous options exist for each aspect of start-up. Below are some choices that have to be made and the benefits and drawbacks of each.

+ Benefits - Drawbacks

Upper management generally assigns management members. Hourly committee members *cannot* be selected by management, given the guidelines established as a result of the Electromation and Dupont NLRB cases. Any one of the methods below may be modified to be open to “qualified” candidates as determined by your joint committee.

1. Recruiting Volunteers:

- + Dedication and commitment**
- + Possibly uncovering new talent** within the workforce
- Volunteers may be discouraged easily** when they hit stumbling blocks.
- There is likely to be no system for checking for competence and skills**
- Possible lack of continuity**

2. Elected Leadership Appoints Members or Negotiates Elected Status:

Given NLRB guidelines, this option may be the best one. Also, since members elected Union leaders to administer the collective bargaining agreement and health and safety is part of this responsibility, it is an appropriate function of the Union officers.

- + Ensures good relations and cooperation** with Union leaders
- + Can guarantee representation of significant constituencies** within the worksite
- Appointments can be made for reasons not related to person’s capacity to do the job**
- Appointees may not want to “rock the boat”** if it becomes necessary to do so

3. Hourly Workers Elect Committee Members:

- + May ensure that committee members have the support of employees**
- + Election process emphasizes importance of committee** and increases its prestige
- Elections can be won for reasons not be related to person’s capacity to do the job well**
- Elected health and safety positions may be used by the politically ambitious as a spring board to union office. This can lead to feuding between the committee and the union leadership**, which will undermine health and safety within the plant and the union’s relationship to its members.
- In small sites with few candidates**, it may seem like a waste of time

How do you select Committee members? ☐ **Volunteers** ☐ **Appointments** ☐ **By election**

Does this work well for you? ☐ **YES** ☐ **NO** ☐ **Somewhat**

What alternative method might work well for you? _____



4) **Deciding Members' Length of Terms:**

- + saves the time, costs and politicking involved in elections, appointments, or recruiting volunteers as long as a core of committed members retains office
- + allows committed, qualified people to continue in role
- without diligent oversight, this may end up meaning that the committee goes on ineffectively for extended periods without a system of checks and balances
- de-emphasizes the importance of the committee

- + shorter terms provide the opportunity for more people to be on the committee. (A strategy for involving people *and* having stable committee members is to form sub-groups to tackle problems specific to their work areas or classifications.)
- short terms don't give committee members the time to develop the skills and knowledge to be effective advocates
- depending on how many people are interested in serving, this can involve the worksite in elections to re-elect veteran members, wasting time and energy
- if there is a lack of volunteers, this will make it tough for the Committee to operate!

- + the UAW Health & Safety Dept. suggests that it may take as long as two years for someone to develop the technical and participative skills needed to monitor worksite health and safety effectively
- + a longer term allows committee members to develop the relationships within the worksite that can be essential to getting problems addressed quickly and effectively.
- ineffective committee members can be allowed to languish in their positions
- longer terms don't give others of the chance to serve and can isolate the Committee

How will you handle **orienting** new members? _____



5) Will You Have Expectations for Committee Members?

Serving on a joint committee is an important responsibility. Committees can't accomplish labor or management's goals if members aren't capable and committed. So, employers and unions are increasingly trying to define expectations for Committee members.

Clarifying qualifications/**expectations** offers a number of benefits. Having them defined can:

- Help employees and leaders consider how to **select the most qualified person** among volunteers and/or candidates
- Help **ensure that people do not get in over their heads** by signing for something they're not prepared for
- **Depersonalize the selection** process. People may have a better understanding why another was selected rather than themselves.
- **Set a standard** for holding people accountable. *If there comes a time when the Committee is concerned about a member's involvement, it can refer to the expectations for the discussion.*

Has your Committee defined member expectations/qualifications? ☐ YES ☐ NO

Do you think it is a good idea? ☐ YES ☐ NO ☐ Somewhat

What are the pros and cons of doing so? _____

The use of such expectations won't make decisions clear-cut and **will be disastrous if used harshly, punitively or unilaterally**. Any use or application has to be by joint consensus. Often, they are used in postings calling for volunteers or candidates to increase awareness but are not "enforced" in any other way.

Here are some qualifications or expectations that other sites have established for joint Committees. They ask that those who wish to serve:

1. Have a **good attendance** record as jointly defined. For instance, if a person has a high absenteeism rate due to ergonomic injuries, this would not be held against him/her.
2. **Actively participate** in Committee meetings.
3. **Take on tasks** and responsibilities at meetings and effectively carry them out between meetings.
4. **Participate in training** to gain knowledge about Committee work and pursue issues that arise.
5. Have good **constructive communication skills** and use them in Committee meetings.
6. Be ready to **promote the Committee's mission and goals by actively communicating** to others in the site.

Do you want to use any of these qualifications/expectations for your Committee?

☐ YES ☐ NO Which ones? ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 *Any others?*



Section II: Developing an Effective Committee Charter and Operating Plan, Section 4

6) Determining Members' Roles and Responsibilities

a. Committee Chair or Co-Chairs:

This role needs to be filled by H&S Committee Members who are ready to act as the Committee's "**champions.**"

- Some unionists feel that a **management representative** must chair the Committee, to reinforce the understanding that the ultimate responsibility for a safe and healthy workplace rests with management, and a union chair might obscure this fact.
- Others feel that the position must be filled by an **hourly Committee member, possibly in rotation with a management member.**
- Another option, perhaps the best, is to have **labor and management co-chairs**, but then the Committee must ensure that responsibilities aren't "lost in the cracks." One strategy to avoid this is to have **rotating chairs**, as noted above.

Does your Committee have a Champion/Chair? ☐ YES ☐ NO

...or Co-Chairs? ☐ YES ☐ NO

Does this current practice work well for you? ☐ YES ☐ NO ☐ Somewhat

If not, why not? _____

What option do you think would best suit your circumstances?

☐ Management Chair ☐ Union Chair ☐ Joint Co-Chairs ☐ Rotating Co-Chairs

Many of the issues with the selection process and the length of the Chair's term are similar to those highlighted above for Committee members. Chairs need to have the trust and confidence of Committee members to operate effectively. They need to be models of responsible, committed action. **Chairs' responsibilities include:**

- i. **Organizing Effective Meetings:** Developing agendas with Committee, facilitating meetings to effectively accomplish goals and give all members have the opportunity to participate.
- ii. **Follow-through:** Ensuring that commitments made at meetings are carried out as agreed to, interacting with other departments to ensure that Committee proposals are reviewed and that action plans are completed, ensuring that the Committee has access to the necessary resources it needs to do its work.
- iii. **Committee Member Development:** Holding members accountable for commitments they make and improving their ability to realistically project what they'll do, identifying skills or knowledge needs and seeing that members are provided with the training and support they need, involving other Union or Management leaders as necessary to address problems with Committee members that it's not possible to resolve within the committee.

Selection process: ☐ Appointment by Employer and/or Union ☐ Selection by Committee members

Length of terms: ☐ Indefinite ☐ Defined term: _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 4

6) **Determining Members' Roles and Responsibilities**, *continued*

- b. **Recorder:** There is a power in meeting minutes. They define what decisions were reached, what commitments made by whom, and what work is in process. The recorder needs to keep accurate and complete minutes. Use of flip-charts can help the recorder do this.

Recorders' responsibilities may include:

- i. **Drafting minutes** – hopefully within 48 hours of each meeting;
- ii. Submitting the minutes to labor and management representatives **for review and approval prior to distribution**;
- iii. **Copying and distributing minutes** to H&S Committee members, to other representatives whose work is impacted by the minutes, and posting them in the plant, and
- iv. Working with the Chair(s) in **agenda development** for all meetings.

Does your Committee have an Effective Recorder now? ☐ YES ☐ NO ☐ To be done

Selection process: ☐ Appointment by Employer and/or Union ☐ Selection by Committee members

Length of terms: ☐ Indefinite ☐ Defined term: _____

- c. **Expectations of All Members:** See expectations discussion above.
- d. **Shift and Department Coverage:** Designating responsibilities for certain shifts and/or departments to individual Committee members can provide a number of benefits:
 - i. Members will be able to develop a more extensive relationship with employees and supervision in their area or shift, which will increase their responsiveness to concerns and heighten their influence;
 - ii. The Committee can ensure that all employees are served by its members;
 - iii. The Committee can ensure that there is a quick, effective method for communicating its decisions and ideas to all employees.
- e. **Assignment to Specific Duties:** See next page.
- f. **Specialization:** Having individual Committee members focus on certain aspects of health and safety will encourage them to have more in-depth knowledge of the topics. Examples may include chemicals and fluids, machine hazards, ergonomics, industrial emergency response, or electrical hazards. Allowing these “turf” areas to form as the Committee pursues its business may work better than assigning specialties up front.

Has your Committee or does your Committee want to...

...define expectations of all members? ☐ Done ☐ To be done ☐ NO

...designated members to cover shifts? ☐ Done ☐ To be done ☐ NO

...designated members to cover areas? ☐ Done ☐ To be done ☐ NO

...designated members to cover classifications? ☐ Done ☐ To be done ☐ NO

...identified specializations for various members? ☐ Done ☐ Not now ☐ NO

Are there any other constituencies you may want to consider? _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee**

Deciding how to handle your Committee's duties and who will perform them (this will evolve over time) as members gain knowledge and experience. *See resources for more information.*

1. Obtain Initial Information to Orient Members

- a. Learn and understand the **Hazard Communication Standard (OSHA 1910.1200, the federal "Right to Know" Standard)**, and minimally the following provisions
 - i. Employer's written plan detailing how the Standard will be implemented at the site, including the list of chemicals in use at the worksite.
 - ii. Labels or other forms of warning on all containers of hazardous materials.
 - iii. Material safety data sheets available to workers for all hazardous material in the site.
 - iv. Training for workers regarding all hazardous substances to which they are or could potentially be exposed to on the job.

Do all Committee members know and understand the Standard? ☐ YES ☐ NO

If not, how will you make it happen? _____

- b. **Joint Health & Safety Committee Minutes:** These should be kept by union **and** company representatives. Official copies are those reviewed and approved by both sides.

Have all Committee members reviewed minutes so they understand Committee functions and are aware of recent and historical issues? ☐ YES ☐ NO

If not, how will you make it happen? _____

- c. **Current Employer and Joint Committee Developed Safety & Health Procedures.** (i.e. health and safety training, PPE guidelines, written programs for new hazardous materials, IER plan, Lockout procedure, fire prevention plan, etc.)

Do all Committee members know and understand current procedures? ☐ YES ☐ NO

If not, how will you make it happen? _____

The line between "orientation" levels of information and those below is grey. We are suggesting that, minimally, new members should have reviewed the items above. All members will continue to learn and become proficient by exploring the sources below.

2. Maintain and Monitor Information on Health & Safety Hazards, Concerns & Solutions:

- a. **Use members' own experience** as source of information.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- b. Review and **analyze the Daily Injury & Illness Log (OSHA 1904.7) – OSHA 300 logs** (and 200 logs kept through January, 2002). OSHA requires every U.S. employer with 10 or more employees to keep a daily log of all job-related injuries and illnesses requiring treatment greater than first aid. This is the **OSHA 200/300 Log**. Any worker or Union representative has the right to review it and receive copies of the complete log upon written request, including workers' compensation cases. Employer failure to do so has been cited by OSHA

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee – Monitoring Information, continued**

- c. Review and **analyze internally generated** complaint forms, including **first aid logs**, near miss, near hit, incident, and/or **safety alert forms** generated internally.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- d. Review and **analyze accident report forms and investigations** (301 log). These reports must be jointly reviewed so that the systemic causes of accidents can be explored and changed.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- e. Review **MSDS's for all incoming chemicals**.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- f. Review **Individual Medical Records (OSHA 1910.1020)**, including workers' compensation and S&A records, as necessary to investigate a pattern of illness or injury. An individual making a specific written request must be granted access to his/her own medical record in a reasonable amount of time, not to exceed 15 days. If the committee needs access to medical records for an investigation, (i.e. lead, asbestos exposure) records may be released to anyone **with the individual's consent** – especially the Union. Verbatim copies must be supplied at no cost to the individual requesting by: a) giving the individual a copy, b) letting the individual make copy on company equipment, or c) lending the record to the individual for copying off the premises.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- g. Review and **analyze Insurance and other Third Party Reports**. Various investigations and visits by the fire department, boiler inspectors, or insurance carriers may contain valuable information on safety conditions.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- h. Review and **analyze manufacturer and vendor machine-specific safety alert forms**, as well as any **suppliers' safety information**.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- i. Review and analyze **Company Exposure Measurements (OSHA 1910.1020) and other specific chemical and noise standards**. Any worker or Union representative is guaranteed access to records possessed by the Company related to Industrial Hygiene Reports and data and Biological Monitoring such as blood lead data, including description of conditions and recommendations for controls

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee – Monitoring Information, continued**



- j. **Studies and Analyses (OSHA 1910.1020) or Safety Impact Studies:** Studies done by the employer and outside consultants based on medical records, and related to hazardous substances, conditions or potentially hazardous equipment should be available to the Committee. This applies to employer-generated records, regardless of whether created or maintained within the company or by outside contractors. Control measures and possible less hazardous alternatives should be considered in reviewing studies.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- k. **Equipment Inspection Records:** Company maintenance records such as overhead crane, industrial vehicle, rope/chain inspection records are important to review.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- l. Review and analyze **employer's emergency response plan** per QS, ISO & OSHA standards.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- m. Review and **analyze OSHA Inspection/Citation Documents.** Information in the possession of OSHA or State Plan Authority is available under the Federal Freedom of Information Act (Public Act 89-487) and on the OSHA Web Page (www.osha.gov) The file will include citations and penalties; chemical exposure data; and inspectors' notes

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- n. Review and **analyze resolved Safety and Health Grievances:** Depending on conditions and contract language at your site, the Committee may want to review these.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee**, *continued*

3. Identify and Investigate Hazards

a. **Conduct inspections and walk-arounds.**

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

b. **Gather information from workers** in meetings, through surveys, suggestion programs, task forces, etc.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____



c. Investigate **hazards associated with chemicals** in use.

Is this being done? ☐ YES If so, by whom? _____

☐ NO. *If not, to whom will this be assigned?* _____

d. Investigate **air quality and/or noise** hazards.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

e. Investigate **equipment** hazards.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____



f. **Audit standard operating procedures** to identify hazards in work processes: back strain, repetitive stress syndrome, etc.

Is this being done? ☐ YES If so, by whom? _____

☐ NO. *If not, to whom will this be assigned?* _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee**, *continued*

4. Investigate Accidents and Near Hits or Misses

- a. Ensure **procedure** so H&S committee has **all reports within 24-hours**.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

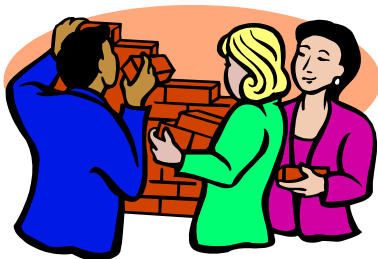
If not, to whom will this be assigned? _____

- b. **Review report and plan investigation.**

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- c. **Interview report filer, affected employees and area supervision.**



Is this being done? ☐ YES If so, by whom? _____

☐ NO *If not, to whom will this be assigned?* _____

- d. **Have a procedure for reporting to affected employees and supervision the impact of investigation and changes mandated to correct condition?**

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____



7) **Duties of a Health & Safety Committee**, *continued*

5. Organize and Provide Education and Training



- a. For **Committee** -- *See details in next section.*
- b. For **Supervision**
- c. For **Workforce**

Tasks:

i. **Document training provided**

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

ii. **Develop policy for training new hires**, broken down by department and classification as necessary

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

iii. **Develop an annual schedule for ongoing training for all employees**, broken down by department and classification as necessary

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

iv. **Review, evaluate and update or upgrade training plans** as needed.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

v. **Identify training providers** and resources

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

vi. Send people to **external training** providers and programs.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

vii. **Organize internal staff to do training.**

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____

viii. **Evaluate** quality and impact of training, **continuously improve**

Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee**, *continued*

6. Make Recommendations for Corrective Actions

- a. **Consult with professionals** as needed to complete investigations

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- b. Analyze **cost justification** of proposed corrective actions.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____



- c. Develop **committee consensus** on solutions.

Is this being done? ☐ YES If so, by whom? _____

☐ NO. *If not, how will you ensure consensus in the future?*

- d. **File reports or directives**, or submit to appropriate powers.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- e. Obtain **timeline for responses** to proposals.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- f. **Track approval or denial response** and follow through to **obtain a “yes” or “no”** as necessary.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- g. Ensure **action plan for implementation** of approved solutions.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- h. Follow-up with implementers to **ensure that solutions are carried out**. i.e. put items on department meeting agendas until resolved.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee**, *continued*

7. Ensure Ongoing Compliance and Commitment to Health and Safety:

- a. **Follow up to ensure ongoing compliance** with health and safety Committee generated changes (i.e. across shifts and among various workers).

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- b. Facilitate **problem-solving** of issues identified during various information gathering processes.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____



- c. Schedule and conduct **drills**, Emergency Response, Evacuation, etc. and evaluate effectiveness of standard operating procedures (SOP's) and the upkeep of necessary equipment to these and other emergencies per OSHA 1910.120 (q) or 1910.38.

Is this being done? ☐ YES If so, by whom? _____

☐ NO. *If not, to whom will this be assigned?* _____

- d. **Review recordkeeping** and ensure full reporting and proper maintenance.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

8. Utilize OSHA Interventions to Inform Committee Activity Inspections and Enforcement Procedures.

- a. **Participate in OSHA inspections** as requested to do so by employer or union leaders, or as contract specifies.



Is this being done? ☐ YES If so, by whom? _____

☐ NO. *If not, to whom will this be assigned?* _____

- b. **Review OSHA reports** and data relevant to Committee activity.

Is this being done? ☐ YES If so, by whom? _____

☐ NO. *If not, to whom will this be assigned?* _____



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

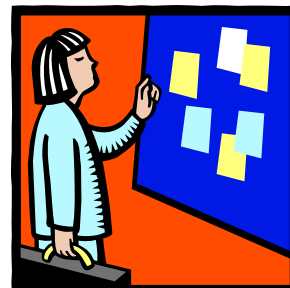
7) **Duties of a Health & Safety Committee**, *continued*

9. Ensure Extensive and Motivational Communication with Shop Floor

*It is important to **document your successes and use communications to educate and motivate others in the site to support your goals!** Let your worksite know what you hope to achieve, what inspires your dedication, and what you accomplish!*

- 1) You may want to consider the following **initial steps** to establish or re-establish your role within the worksite:
 - a) Management and Union leadership can **introduce the Committee and explain its functions at plant-wide meetings.**
Has this been done? ☐ YES ☐ NO ☐ We should do this ☐ It's not necessary
If you'd like to do this, to whom will it be assigned? _____
 - b) **The Company and Union newsletters** highlight the Committee and outline what can be expected from it.
Has this been done? ☐ YES ☐ NO ☐ We should do this ☐ It's not necessary
If you'd like to do this, to whom will it be assigned? _____
 - c) **Postings** announcing the Committee's launch or re-launch can be put on bulletin boards or distributed to all employees. *See sample on next page.*
Has this been done? ☐ YES ☐ NO ☐ We should do this ☐ It's not necessary
If you'd like to do this, to whom will it be assigned? _____
- 2) You also must **develop ongoing ways to keep others in the facility aware of health and safety concerns and the Committee's undertakings**, including
 - a. **Getting on agendas at plant, departmental and union meetings and making reports.**
Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____
 - b. Publishing a **monthly or quarterly** "Accomplishments & Ongoing Projects" **bulletin.**
Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____
 - c. Reproducing and **distributing** informative **articles & stories** about safety issues.
Is this being done? ☐ YES If so, by whom? _____ ☐ NO
If not, to whom will this be assigned? _____
 - d. Maintain **Job Safety Notice Boards** to announce actions and update employees on measurable accomplishments
Is this being done? ☐ YES If so, by whom? _____

☐ NO. *If not, to whom will this be assigned?* _____





Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee**, *continued*

9. **Ensure Extensive and Motivational Communication with Shop Floor**, *continued*

2) **Ongoing Communications to Maintain Awareness**, *continued*

- e. **Write articles for** plant and union **newsletters** and arrange inclusion.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- f. **Engage supervisors and front line employees** in **problem-solving** concerns in their area.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- 3) Finally, your Committee must also **identify and address outstanding problems that employees are particularly concerned about. Methods include:**

- a. Distributing, collecting and feeding back information from employee **surveys**.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- b. **Visiting department meetings** and asking employees to identify and prioritize health and safety concerns and hazards.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

- c. Launching **weekly, bi-weekly or monthly walk-arounds** to inspect the workplace, talk with employees and identify hazards.

Is this being done? ☐ YES If so, by whom? _____ ☐ NO

If not, to whom will this be assigned? _____

The Committee needs to be exemplary in its relations with other employees and departments. Members must do what they say they are going to do, when they say they are going to do it.

Does your Committee have a strong presence in your facility? ☐ YES ☐ NO ☐ Somewhat

Are your Committee members well-known? ☐ YES ☐ NO ☐ Somewhat

What steps might you take to increase your visibility and presence?

1. _____
2. _____
3. _____
4. _____



Sample H&S Committee Charter/Plant-wide Announcement:

Our Company and Union

UNITED for HEALTH & SAFETY

In order to reduce accidents, injuries and illnesses, and ensure that our facility has the safest and healthiest environment possible for its workers, the union and management have established and empowered a committee to diligently advocate for all elements of an effective health and safety program.

The Chair of the H&S Committee will be selected by the UAW Chief Steward. Other hourly members will be appointed by the H&S Committee Chair in consultation with the Chief Steward. H&S Committee members will be reviewed by the Chair and Chief Steward on an ongoing basis and will retain their positions as long as they demonstrate a commitment to carrying out the responsibilities listed below. The Plant Manager and Area Supervisors will serve as management representatives to the Committee.

H & S COMMITTEE RESPONSIBILITIES

1. To identify immediate hazards in the shop to leaders or supervisors.
2. To identify potential hazards and report them to the H&S Committee Chair for follow through and communication to the Union committee.
3. To encourage safe work habits of everyone in the shop.
4. To oversee a planned suggestion program.
5. To plan training for Committee members and all workers. Committee members accept responsibility for becoming knowledgeable about worker health & safety issues.
6. To research solutions to hazards.
7. The Union Chair or an alternate will do weekly walk-arounds with the area supervisors to identify and discuss hazards. Problems can be fixed on-the-spot by the Chair and Supervisor, either by handling it themselves or by notifying the leader and arranging for a worker from the area to fix it if:
 - a) Fixing it does not involve electrical wiring;
 - b) The problem is life-threatening or creates a risk of serious injury; or
 - c) Fixing it involves no more than any mechanic on the floor ought to do.

For problems which do not meet one or all of these criterion, work requisitions will be completed, or the issue will be referred to the H&S Committee for research and resolution.

To Accomplish Its Responsibilities, the H&S Committee will:

- a) Meet bi-weekly for one hour or less, as business requires at a time determined by the H&S Chair.
- b) Enjoy an open door to the Plant Manager's and Area Supervisors' offices to address issues as they arise.
- c) Report on the first week of each month to the weekly Labor-Management Update meeting on activities and concerns.
- d) Conduct weekly walk-arounds on Wednesdays at 1 p.m. with supervisors and maintain notes of the problems identified.
- e) Will request additional time for research and problem resolution of the Area Supervisors as necessary.

Members of the H&S Committee as of this date --

Chair ♥ Hourly Member ♥ Mechanical Supervisor ♥ Hourly Member
Plant Manager ♥ Fabrication Supervisor ♥ Hourly Member



Section II: Developing an Effective Committee Charter and Operating Plan, Section 5

7) **Duties of a Health & Safety Committee – Wrap Up**

What steps would have to be taken with whom to arrange for members to perform duties not currently being handled by your Committee or others at your facility?

Duty	Steps Needed	By Whom?	By When?

What steps would have to be taken to prepare members for performing functions not currently being handled by your Committee or others at your facility?

Duty	Steps Needed	By Whom?	By When?

Did Committee members disagree about whether any items were currently being taken care of to their satisfaction? o NO o YES. If so, please specify:

Duty	Disagreement

- **Please use your Post-It notes to log disagreements that need to be resolved!**



Section II: Developing an Effective Committee Charter and Operating Plan, Section 6

8) **Identifying & Obtaining Initial Training for Committee Members:**

The following **30-40 hours of programming are recommended as the minimum** that Committee members need in order to operate effectively. Many local providers will offer the first two programs, and the UAW, many State's Occupational Health and Safety programs, local COSH's, and other providers offer the remainder of the courses. Contact the UAW for more information.

1. **Ensuring a Successful Joint Process:** 4-8 hours ♥ Developing mission statements and goals and active listening, effective feedback, and conflict resolution skills.
2. **Holding Effective Meetings:** 4-8 hours ♥ Brainstorming issues, solutions and roadblocks, prioritizing and analysis steps, consensus decision-making and other structured problem solving skills.
3. **Analyzing Injury and Illness Records for Action:** 2 hours ♥ The patterns and clues to look for when reviewing OSHA 300 logs, 301 reports, workers' compensation records, accident reports and symptom surveys to identify problems and priorities.
4. **Right-to-Know/Hazardous Chemical Training:** 3 hours ♥ Reading material safety data sheets (MSDS's), specific effects of chemicals at worksite, protections from chemical hazards.
5. **Legal Rights for Health & Safety:** 3-4 hours ♥ How OSHA works, including a review of regulations, and an outline of employers' and employees' responsibilities under the law.
6. **Basic IER (Industrial Emergency Response) Awareness:** 3 hours ♥ An outline of OSHA requirements for emergency response plans.
7. **OSHA Safety Awareness including Lock-Out, Powered Industrial Trucks, Machine Guarding, Electrical Hazards, Confined Space, etc.:** 10 hours ♥ Awareness of the OSHA standard, hazard recognition and basic protection provisions, as well as the basic worksite needs to provide safety
8. **Ergonomics Awareness:** 2-4 hours. ♥ Identifies risk factors for cumulative trauma disorders, and provides a basic understanding of ergonomic design principles and processes.
9. **Preparing Effective Health & Safety Proposals and Cost-Benefit Analyses:** 2-4 hours. ♥ Elements of persuasive and thorough proposals, as well as how to make the case for incurring expenses in resolving health and safety concerns.

Does your Committee have a training plan for Committee members? ☐ YES ☐ NO

Are your Committee Members Adequately Trained? ☐ YES ☐ NO ☐ Somewhat

Use the next page to take stock of your Committee's training needs!



Section II: Developing an Effective Committee Charter and Operating Plan, Section 6

Tracking Training for Committee Members

Topics	Hours	Provider	1	2	3	4	5	6
MINIMUM INTRODUCTORY TRAINING								
1. Ensuring a Successful Joint Process	4-8							
2. Holding Effective Meetings	4-8							
3. Analyzing Injury and Illness Records for Action	2							
4. Right-to-Know/Hazardous Chemical Training	3							
5. Legal Rights for Health & Safety	3							
6. Basic IER (Industrial Emergency Response) Awareness	3							
7. Safety Awareness including Lock-Out, Powered Industrial Trucks, Machine Guarding, Electrical Hazards, Confined Space, etc.:	10							
8. Ergonomics Safety Awareness	2-4							
9. Preparing Effective Health & Safety Proposals and Cost-Benefit Analyses	2-4							
10.								
11.								
INTERMEDIATE TRAINING								
12. Machine Fluids								
13. Emergency Response Training	24-40							
14. AIDS and other Blood-borne Pathogens								
15. Robotics								
16. Process Safety Management								
17. Sexual Harassment								
18. Violence in the Workplace								

COMMITTEE MEMBERS:

1. _____ 2. _____
3. _____ 4. _____
5. _____ 6. _____



9) Developing a Proactive Agenda for Your Committee

Joint H&S committees often don't have the opportunity to do the extensive pre-planning and find themselves resolving problems and issues of immediate concern to the facility. However, you may wonder how to begin and to build an agenda for effective action. We will now cover a number of ways that a Committee can quickly focus on significant concerns and begin taking action.

Options include:

1. Analyzing OSHA 300 Logs:

The Committee can look for **patterns of injury or illness in certain departments, or on certain equipment**. Then it can prioritize those items that seem to repeat the most or cause the most damage. It can review the "causes" listed in the **301 reports**, and find out what follow through has been conducted. This process will get the Committee to work on real problems quickly.

2. Reviewing Previous Year's Lock-Out Plan

3. Review Previous Year's Confined Space Permits and Action

4. Review of MSDS's, New Jersey and Internet Accessible Fact Sheets

- We will compare and contrast sample handouts.

5. Conduct Worker Surveys or Collect Suggestion/Concern Forms

- Quick review of survey guidelines and samples packet

6. Conduct a Symptom Survey

- Quick review of survey sample

7. Conduct a Walk-Around or Inspection

- Later, we will analyze four sample inspection checklists and review worksite planning for inspections.

8. Research What's Being Promoted by Health & Safety Organizations and Being Done in Other Facilities & Unions

The most proactive approach is to learn what is the cutting edge of good health and safety practice and then to apply it in your facility. But you may find yourselves busy enough with the options above!!

Our Committee would benefit by doing: 1 2 3 4 5 6 7 8 (Circle #s)



10) Ensuring Effective Meetings –

- 1) **How often** does/will your committee meet? ☐ **Weekly** ☐ **Bi-Weekly** ☐ **Monthly**
☐ **Other** – please specify _____

How long are your meetings? ☐ **Half-hour** ☐ **1 Hour** ☐ **1.5 hours** ☐ **2 hours**
☐ **Other** – please specify _____

Is this often/long enough to keep members engaged and active, and **not so frequent/long** that meetings become an ineffective use of time? ☐ **YES** ☐ **NO**

If you want to **change the frequency of your meeting schedule**, what will it be?

☐ **Weekly** ☐ **Bi-Weekly** ☐ **Monthly** ☐ **OTHER** _____

At what times and how long, and on what days and dates will you meet?

Day: _____ **Time:** _____ - _____ **First Date:** _____

Place: _____

➤ *Standard days, times and places in the month increase regular attendance!*

- 2) Do you have **effective meeting procedures** that ensure that business gets done and members support decisions? ☐ **YES** ☐ **NO** ☐ **Somewhat**

Are decisions reached **by majority** vote?

☐ **YES** ☐ **NO** ... or by **consensus**? ☐ **YES** ☐ **NO**

Does this work well for your Committee? ☐ **YES** ☐ **NO** ☐ **Somewhat**

Do you **analyze issues** thoroughly and effectively? ☐ **YES** ☐ **NO** ☐ **Somewhat**

Do you **prioritize** possible work and **tackle issues systematically**?

☐ **YES** ☐ **NO** ☐ **Somewhat**

Do you develop clear **action plans** and **follow through with decisions well**?

☐ **YES** ☐ **NO** ☐ **Somewhat**

- 3) Do you have **groundrules** for your meetings? ☐ **YES** ☐ **NO** ☐ **Somewhat**

Does your Committee need to **develop groundrules**? ☐ **YES** ☐ **NO** ☐ **Unsure**

Do members **stick to business**, have **good discussion** and **resolve differences effectively**? ☐ **YES** ☐ **NO** ☐ **Somewhat**

Does your Committee need **training** in running effective meetings? ☐ **YES** ☐ **NO**



Section II: Developing an Effective Committee Charter and Operating Plan, Section 8

10) **Ensuring Effective Meetings**, *continued...*

4) How many members will constitute a **quorum** for meetings? _____

Are any particular members required to hold official meetings? (i.e. chairs) ☐ Yes ☐ No

Please specify: _____

5) What **standard agenda items** will you include? These may include:



- I. **Review published agenda, set times for items, and approve previous meeting's minutes**
- II. **Updates**
- III. **Projects-in-Process Reports**
- IV. **Current Issues & Planning.**
- V. **Old Business**
- VI. **Parking Lot Review**
- VII. **New Business**
- VIII. **Wrap-Up – “Homework” review, next meeting agenda, meeting evaluation**

How will **agendas** for each meeting be **developed**?

Who coordinates?

Who's Involved?

Who drafts?

How will they be **distributed**? _____

Who's responsible?

How are they distributed?

By when?

6) How will **minutes** for each meeting be **developed**?

Who drafts?

Who's Approves?

How will they be **distributed**? _____

Who's responsible?

How are they distributed?

By when?



SECTION III: Maintaining Effectiveness Through the Committee's Phases of Development

1. Is Your Committee Experiencing Start-Up Phase Dangers?

1. There is only **inadequate training** for Committee members.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.
2. The Committee **lacks clear understanding** of its role, and **has no vision** of what it needs to learn and do to advance its work.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.
3. The real danger if these two points are true at a worksite is that **Union and company representatives will not take on a pro-active role in addressing problems**. It is not uncommon for representatives to stay stuck in their traditional roles, with management representatives as the "experts" and Union representatives "going along with" manager's direction and failing to develop an independent role within the Committee.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.
4. Without adequate training and time for research, **the Committee will not be able to uncover the real costs of unsafe and unhealthy conditions** and be able to prove that action to create a safe environment will actually save money.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.
5. The Committee has been given **no authority** to act, and management representatives in the Committee lack the clout to get things done.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.
6. Labor and management representatives on the Committee have poor communications, and **lack the skills** to resolve conflicts, run meetings and reach consensus.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.
7. The Company **lacks a real commitment** to the Committee. It fails to:
 - **ensure access to information** to avoid the costs of change and upsetting workers.
 - **provide release time** for meetings, trainings and follow-through
 - **empower the Committee** to interact effectively with supervision and departments.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.
8. The Committee is **overwhelmed and paralyzed by the amount of work to be done**.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.



Section III: Maintaining Effectiveness through the Phases of Committees

2. Moving into the Intermediate Phase – Is Your Committee Developing Members & Sustaining their Commitment?

Once a Committee is established, it must **undertake new initiatives to sustain members' enthusiasm, deepen their knowledge and continuously improve the health and safety** of the site's operations, otherwise your Committee can get stagnant and ineffective.

Options include having Committee members:

- a. **Analyze records and incidents** and propose solutions.
 - o **Yes**, we engage members in this
 - o **No**, we don't focus members on this
- b. **Track responses** for effective follow-through.
 - o **Yes**, we engage members in this
 - o **No**, we don't focus members on this
- c. **Provide education** to shop floor supervision and workers.
 - o **Yes**, we engage members in this
 - o **No**, we don't focus members on this
- d. **Develop policies for training** new hires and an annual training plan for all employees.
 - o **Yes**, we engage members in this
 - o **No**, we don't focus members on this
- e. **Plan and participate in advanced training and policy development.** Topics that may be covered include (which will depend on conditions within each workplace):
 - ♥ Machine Fluids
 - ♥ Emergency Response Training
 - ♥ Robotics
 - ♥ AIDS and other Blood-borne Pathogens
 - ♥ Sexual Harassment**
 - ♥ Workplace Violence**
 - ♥ Process Safety

Management

**** A site with an EAP program may want to refer these topics to those representatives.** The Union must work to ensure that these programs promote assistance and help for members with problems, and that they do not encourage divisiveness among workers.

- o **Yes**, we engage members in this
 - o **No**, we don't focus members on this
- f. **Participate in train-the-trainer programs** so they can deliver on-site training.
 - o **Yes**, we engage members in this
 - o **No**, we don't focus members on this
 - g. **Communicate and work with vendors, suppliers and contractors** regarding health and safety concerns and building safety into purchases.
 - o **Yes**, we engage members in this
 - o **No**, we don't focus members on this
 - h. **Form Task Forces to focus on specific concerns**, involving front-line employees in issues that affect their departments or the entire worksite. Task Forces may be given in-depth training on the issue they're tackling, and be responsible for developing new standard operating procedures that confront problems. Possible issues include:
 - ♥ Ergonomics
 - ♥ Machine Fluids
 - ♥ Lock-Out
 - o **Yes**, we engage members in this
 - o **No**, we don't focus members on this
 - i. **Become involved in developing a more formal budget** for the Committee.
 - o **Yes**, we engage members in this
 - o **No**, we don't focus members on this



Section III: Maintaining Effectiveness through the Phases of Committees

3. Intermediate Phase Danger – Performance Assessment

Is your Committee assessing how effectively it's operating and addressing shortfalls? Many Committees don't evaluate meetings, their proposals' success rate, the quality of training, follow-through on plans, and relations with others. They don't set measurable goals and track success. They accept poor functioning and don't commit to continuously improving their work. They don't figure out how to deal with ineffective members.

o **YES**, we've overcome this danger.

o **NO**, we need to work on this.

Suggestions for Monitoring H&S Committee Performance:

Establish measurables for gauging performance. To be constructive and accepted, monitoring has to be set up for the Committee as a whole, and be focused on identifying what assistance, training or other support members may need to function effectively.

A workable process of self-assessment requires **clarity about expectations** the committee has for itself and members, **procedures and tools** that help members measure work in concrete ways, and **mature communication skills** that allow issues and problems to be communicated candidly without blaming and judging. A high degree of **trust and** a belief in **mutual support** among members is essential for the process to work well.

Many committees rely on management and union leaders to highlight when the Committee is ineffective or is having problems with individual members, and it is tempting to pass along this sometimes painful task to them. But, it is much more constructive and effective for the Committee to take the initiative to monitor itself and confront problems with effectiveness before others need to. If others are brought in, their interventions will be more constructive if the Committee has established clear expectations and failings are defined in specific, concrete terms that avoid blame and focus on issue resolution.

Some **measures** a Committee may want to consider include:

- 1) **How effectively do members complete actions** they commit to at meetings?
- 2) **How many of the walk-around inspections that are planned** are actually done?
- 3) **Of the concerns identified** and placed on the agenda, for **how many are proposals developed?**
- 4) **How many of the Committee's proposals are approved?**
- 5) **How many of proposals for change are effectively implemented** within the time frames specified?
- 6) In the areas of concerns the Committee has worked, **have incident rates declined?**
- 7) **How much of planned training is accomplished?**
- 8) By the results of annual surveys and other feedback methods, **how well is the Committee's work perceived in the site?**



Section III: Maintaining Effectiveness through the Phases of Committees

3. Intermediate Phase Danger! - Performance Assessment, *continued...*

Procedures that will help a Committee continuously monitor its effectiveness include:

- 1) Keep a **'Projects-in-Process' Report** section on your agendas and require that reports continue to be made until issues are resolved.
- 2) **Conclude projects with a project evaluation report** by the responsible member, which looks at timeliness of action, support from necessary departments, adoption by impacted employees, and other factors impacting its success. The Committee can take action continuously to identify opportunities for improvement in its functioning.
- 3) Assign one or two Committee members to **track measurables**.
- 4) **Schedule** quarterly, semi-annual or annual **performance reviews** and use them to identify shortfalls and develop strategies to overcome them.
- 5) In preparation for these reviews, **conduct surveys, interviews or focus groups** with others in the site to gain their insights and perspectives on the Committee's functioning.

Concerns with Individual Members of the Committee –

In situations where individuals are perceived as a problem to the Committee, it is even more important to **keep responses inside the Committee** as much as possible.

- The Committee's **first response** must be to offer **training and support**, and **problem solve any conditions** that interfere with members' ability to do the best job possible.

If that doesn't work, **people need a number of options**, which may include:

- **An action plan/contract** outlining what the member will do over a specific time period.
- A **commitment** from the member **to participate in additional training** to improve skills or expand knowledge as needed by the committee's activities.
- A **chance to resign** from the committee in a way that lets him/her save face.

This attention to monitoring and addressing Committee performance issues may help you avoid some additional **dangers of the intermediate phase**:

1. **Committee members stop learning** new materials and don't stay updated about changes in regulations and laws.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.
2. Committee members **become too focused on the technical aspects** of health and safety regulations and laws. This can lead to problems as H&S Committee members:
 - **become "police"** and alienate shop floor workers;
 - **fail to see real hazards** and **worker problems** which fall outside the regulations;
 - get so focused on H&S that they **become intolerant of others** who don't have their level of concern. This leads to conflict and alienation of the committee from others.
 - o **YES**, we've overcome this danger.
 - o **NO**, we need to work on this.



Section III: Maintaining Effectiveness through the Phases of Committees

4. Is Your Committee in the Mature Phase?

As outlined in the U.S. Dept. of Labor's 1988 publication, "The Role of Labor-Management Committees in Safeguarding Worker Health and Safety" a mature committee is "substantially empowered." The report says that such Committees would:

- a. Be represented by **top-level management and well-placed union representatives with adequate training and expertise** in the field;
- b. Have the **visible backing of corporate leadership**;
- c. Have the **backing not only of shop stewards and the local, but of an active union health and safety committee** as well;
- d. Have the **benefit of mutually agreed-upon expert consultants**;
- e. Have **full access to company records and data**, not just on health and safety, but on planning, finance and new technology as well;
- f. **Meet regularly, on paid working time, and keep formal minutes** that would be shared with the work force;
- g. **Regularly inspect the facilities and be involved in monitoring programs and accident investigations**;
- h. Have control of a **budget**, [advise on] hiring and firing company safety and health personnel, and of health and safety training;
- i. Have the **authority to stop the use of any imminently dangerous equipment or process**;
- j. **Operate in an environment of mutual respect and trust.**"

The mature Committee's credibility and authority would be well established. It would

- a. Operate with a **full understanding of how to ensure compliance, finance activities and purchases, plan and schedule training, and operate with other departments.**
- b. **Staff throughout the organization will have been trained** in health and safety procedures and regulations, **and have participated in resolving problems.**
- c. **Supervision, hourly workers and all staff interact knowledgeably with Committee members** to resolve issues and comply with procedures. As necessary, **ad hoc task forces** would be formed to solve special issues.
- d. The Committee **anticipates the health and safety implications of new equipment, technologies and processes and intervenes** so that problems are avoided before deployment.
- e. Finally, the Committee has **set policies and procedures, and developed forms and methods that are widely used and continuously improved.**

Is your long-standing Committee a "mature" one? ☐ YES ☐ NO ☐ Somewhat

Which items are your shortfall? _____



5. Has Your Committee Fallen into Dangers of the Mature Phase?

Once the Committee has addressed the major outstanding problems at the worksite, conducted widespread training, and developed procedures within which it operates, **it may find that its tasks become routine, and that there are too few “exciting” or “urgent” problems to keep it alert.**

The danger is that the Committee **will become dormant**, so that

- **It doesn’t recognize emerging problems** before they become serious;
 - o **YES**, we’ve fallen into this danger.
 - o **NO**, we are still functioning effectively.
- **Training** the Committee presents **becomes stale**;
 - o **YES**, we’ve fallen into this danger.
 - o **NO**, we are still functioning effectively.
- **Committee members get a bad reputation** for not doing a lot of work;
 - o **YES**, we’ve fallen into this danger.
 - o **NO**, we are still functioning effectively.
- **The committee suffers from declining credibility**; and
 - o **YES**, we’ve fallen into this danger.
 - o **NO**, we are still functioning effectively.
- **The workplace’s commitment to health and safety deteriorates.**
 - o **YES**, we’ve fallen into this danger.
 - o **NO**, we are still functioning effectively.

Some strategies to alleviate these tendencies might be:

- a. **Ensure that hourly workers and supervisors have opportunities to contribute ideas and concerns** as invited guests at meetings or through surveys, walk-around inspections, etc.
- b. **Have your Health and Safety Committee give annual presentations** to the facility about their previous year’s efforts and plans for the upcoming year. *(This really helps people get focused and get to work!)* If the Committee can take advantage of opportunities to speak to public groups or at conferences, this can also motivate them and spur them into action.
- c. **Invite Committees from other facilities to share their work and ideas and hear about yours.** You may also ask them to participate in a walk-around. Fresh eyes can see new things!
- d. **Provide members with ongoing opportunities to learn.** Conferences and advanced training opportunities can renew members’ spirit and enthusiasm.
- e. **Reconsider how often you meet and conduct other activities.** It’s easy to get stuck in routines – long after they’ve served their purpose. Check if you might meet less often or conduct less frequent walk-arounds, but do this carefully and don’t allow it to become another nail in your Committee’s coffin.

H ***What steps does your committee need to take? Use your Post-It Notes!***



SECTION IV: Conducting Effective Walk-Arounds & Inspections

1. Developing an Annual Inspection Plan

- 1) **Obtain available maps of your worksite.** Have all Committee members review them and **agree upon which one to use** (and/or revise!) **as a reference.**
- 2) **Decide on an approach for the inspections.**
 - a) Are there current concerns that will be the initial focus of your inspections?
 - b) Will you organize inspections to cover certain areas of the site, or to review certain types of hazards?
 - For instance, will your inspections identify trip, slip and fall hazards site-wide, or machine hazards, or ergonomic concerns, or hazardous material handling?
 - Or will you cover one section of the site and address any and all issues?
 - c) Will you evaluate conditions only or conditions and practices?
 - d) How long do you anticipate each inspection taking? How does this impact what area and/or hazards you intend to cover during each one? i.e. if you have an hour for each inspection, you may decide to inspect specific hazards in a limited area.
- 3) **Decide on the frequency of inspections and set a preliminary schedule.**
 - a) How many hazards can your Committee effectively respond to at a time? (*Don't schedule more inspections than you can effectively follow up on! This is a set up for Committee frustration.*)
 - b) How often does it make sense to inspect different areas or hazards? What interval is likely to provide enough time for new issues to arise?
 - c) How many members will participate in each inspection?
 - d) What other health and safety Committee activities have to be considered when planning inspections, i.e. fire and evacuation drills, training, surveys, etc.?
 - e) How long do you anticipate pre-inspection research and planning, the inspection and follow-up to take?
 - f) What does your budget of Committee member time allow?
 - g) How frequently will your inspections be well received by areas being inspected?
 - h) What hours are most conducive to conducting effective inspections? Do they need to be conducted on various shifts?
 - i) As you plan the schedule, how will you decide which inspections come first, second and so on?
 - j) How often, on what dates and times will you do what specific inspections?



Section IV: Conducting Effective Walkarounds and Inspections

1. Developing an Annual Inspection Plan, continued...

- 4) **Identify what arrangements are needed with whom to conduct inspections and sampling.**
 - a) From whom do you need approval to carry out your schedule?
 - b) What is the procedure for announcing inspections to management and employees in the area?
 - c) How will approval from workers be obtained to take photos or videos of them working?
 - d) Under what conditions can the inspections be rescheduled by impacted departments? Are there guidelines for rescheduling? i.e. within 2 weeks?

- 5) **Identify what equipment and/or training will be needed to conduct sampling during inspections.**



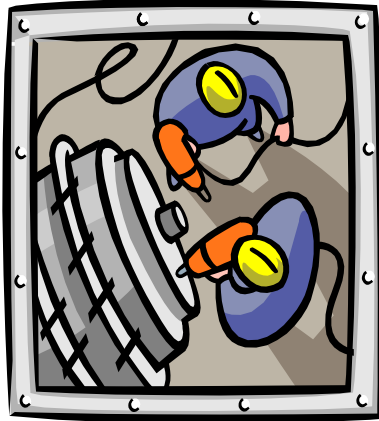
- a) Will you collect samples or take measurements? Of what? What equipment is required?
 - b) Do you have or can you obtain the necessary equipment and qualifications, or do you need to bring in consultants or contractors to conduct the sampling?
 - c) Will you take photographs or video footage of potential hazards? Of anything else?
 - d) Who will retain and protect the confidentiality of photos and videos?
- 6) **Agree upon inspection procedures and norms and obtain necessary approvals.**
 - a) Do you speak with someone to announce that you are conducting the inspection as you enter the work area?
 - b) Will you interview workers and supervisors during the inspection?
 - c) If so, what questions will you ask?
 - d) Is it acceptable for your inspection to interfere with production? Can workers stop work to answer questions? Can you ask for work processes to be stopped while you analyze them?
 - e) If area supervision object to your inspection activity, how do you resolve that with them?
 - f) How will responses be recorded?



Section IV: Conducting Effective Walkarounds and Inspections

1. Developing an Annual Inspection Plan, continued...

7) Assign roles to individual committee members.



- a) Will you divide up members conducting the inspection so each is covering certain areas or hazards, have members work in pairs, or conduct the full inspection with the entire Committee?
- b) If samples, measurements or photos are being taken, are specific members assigned to do them? Who will maintain?
- c) Are specific members assigned to ask questions of workers and supervisors?
- d) Are specific members assigned to completing the checklists, hazards and inspection reports?

8) Design inspection checklists and action report forms.

- We will review this in upcoming exercise.

9) Specify the Committee's follow-up procedures with areas inspected.

- a) To whom and by when will your Committee submit what reports summarizing inspection results?
- b) When the Committee identifies hazards and plans to develop change proposals to address them, what is its obligation to notify and engage impacted employees?
- c) Once a change proposal to correct a hazard is finalized, does the Committee submit it to affected employees for review prior to implementation? If not, how are they notified that changes are to be implemented?
- d) How does the Committee follow up with affected employees to ensure that changes implemented correct the hazard?



2. Preparing for an Inspection

Prior to the inspection, research what complaints and problems have been reported or are apparent from records:

- Workers' questions, concerns, suggestions
- OSHA 200/300 Logs and 301 reports
- Workers compensation records
- First aid/accident logs
- Previous Year's Lock-Out Plan
- MSDS's
- Previous year's confined space permits and actions

Plan for the inspection by pursuing the following questions:

- 1) **What are people doing in the area to be inspected?** Review these:
 - a) Site map and building plans
 - b) Process flow charts
 - c) Narrative description of operations
 - d) Written operating procedures
 - e) Written emergency plans
- 2) **What materials are being used in the operation?** Review records to identify:
 - a) Raw materials
 - b) Intermediate materials
 - c) Finished products
 - d) All available MSDS's for hazardous materials
 - e) Community Right-to-Know reports
- 3) **What previous assessments were made?** Don't duplicate work!! Review:
 - a) Reports of previous inspections and surveys (i.e. symptom surveys)
 - b) Results of previous air, stack, and/or effluent sampling
- 4) **What is the right way to do what's being done?** Don't reinvent the wheel! Review:
 - a) OSHA (available on-line), ANSI, ASHRAE standards (available for purchase)
 - b) NIOSH Control Technology Assessments
 - c) ILO Encyclopedia, McGraw Hill Encyclopedia of Science & Technology, Cralley & Cralley
 - d) Others references



3. Tips for Good Inspections and Reports

1) To ensure that you conduct the best possible inspections...

- a) Talk to workers
- b) Record all questions and answers
- c) Write down chemical names and amounts
- d) Observe workers at their jobs
- e) Record observations with clear notes
- f) Take photos or videos or make drawings
- g) Look at all control systems
- h) Use direct reading equipment:
 - ♥ noise levels, temperature and humidity, indicator types, light meter
 - ♥ check ventilation with smoke or velometer

2) To ensure that you produce the best possible inspection reports...

- a) **Clarify** what you consider to be **the limitations of** your inspection **research**. Avoid asserting facts that there is not sufficient research to completely verify. Suggest additional research that may be of value.
- b) **Describe the findings in clear detail** – not merely the conclusions. The concrete facts, human impact and data that validate your proposal are important.
- c) **Present a cost-justification for your proposals**. As much as possible, determine the long-term and potential costs of the hazard and the costs of remedies.
- d) **List all possible improvement options** while identifying those determined to be most effective and timely and the focus of your recommendations.
- e) Include **non-technical recommendations**, including
 - ♥ Management training
 - ♥ Communications and education to all employees regarding hazards
 - ♥ Safety & health committee action or new training
 - ♥ Alterations in management and shop floor staffing levels



Section IV: Conducting Effective Walkarounds and Inspections

4. Small Group Analysis of Inspection Checklists

We will distribute four sample checklists. Please read through each of them and, in your small groups, answer the following questions:

- 1) **What do you most like about each checklist?** What characteristics would make it easiest for the inspectors to capture all the right information quickly and fully?

A: _____

B: _____

C: _____

D: _____

- 2) **What do you like least about each survey?** What characteristics would make it difficult for inspectors to capture all the right information quickly and fully?

A: _____

B: _____

C: _____

D: _____



Section IV: Conducting Effective Walkarounds and Inspections

4. Small Group Analysis of Inspection Checklists, cont...

- 3) **What would you want to make sure you included** in a checklist for your worksite?

- 4) **What would you want to avoid** in creating a checklist for your site?

- 5) **What topics are important to your site that aren't addressed – or are under-addressed -- by any of these checklists?** What would your checklist include for these topics?



SECTION V: Developing a One-Year Action Plan

Sharing and Sorting Potential Action Items

It's now time for Committees to translate what's been covered in the session into action plans that will help them be more effective in the coming year. In your home Committee, **let each person report out the ideas they've logged onto post-it notes, one idea per person at a time:**

- **Do not debate the merit** of anyone's ideas as they present them. Sorting them out and agreeing upon them comes later!
- **Make sure you understand what each note means**, and *why* that item is important to the person who has proposed it.
- **If two people have contributed the same or similar ideas, put them together on one Post-It note**, or have one person agree to use the other's.

Once you've heard everyone's ideas, and eliminated duplication, it's time to **decide which ones will be in your plan.**

First, sort of items that are “**must be done**” administrative **tasks**. These are items that the Committee must do, regardless of their cost or impact. They may be mandated by leadership at your facility. Examples might include:

- Hold **meetings** on a bi-weekly basis.
- Distribute **minutes** to all meetings within (a certain time period) after meetings.
- Send **action proposals** to those with authority within (a certain time period) after meetings.
- Conduct **evaluation checks** on all fixes three months after the fixes have been implemented and report to Committee
- Submit **quarterly reports** summarizing all current open action items and all those closed within the last quarter, as well as all 3-month fix evaluations completed.

If there is any disagreement about what is and isn't a “**must be done**” item, don't argue. Keep it in your list of items that have to be prioritized.

Your **second** step, **is to prioritize the remaining items.**

Talking about what each person does or doesn't like can be damaging and ineffective. Your Committee needs a more organized approach to **prioritizing**. On the next pages, we outline a process that will make prioritizing easier and more constructive.



Section V: Developing a One-Year Action Plan

Prioritizing Potential Action Items

On the next page is a generic prioritizing map. It can make using the map more useful if your Committee first considers **what specific criterion it wants to use to prioritize its actions**.

*Here are criterion identified by other Health & Safety Committees organized in line with the map. **Add criterion** which are important at your worksite!*

Prioritizing by **IMPACT**:

1. **Potential for or past experience of injury.**
2. **Potential for or past experience of illness** from exposure.
3. **Potential for loss** of productivity or production
4. **Penalty the company will face for non-compliance** with regulations.
5. **How many people** are impacted.
6. What the **public relations and political impact** will be of doing or not doing it.
7. _____
8. _____

Review the
Hierarchy of Controls –
It's a guide to the actions that have the most impact!

Taking the **COST** into account when prioritizing:

9. **Cost** of fixing the problem.
10. **How long it will take** to do the fixing.
11. **How many people, with what specific expertise and authority, need to be involved** in fixing the problem.
12. _____
13. _____

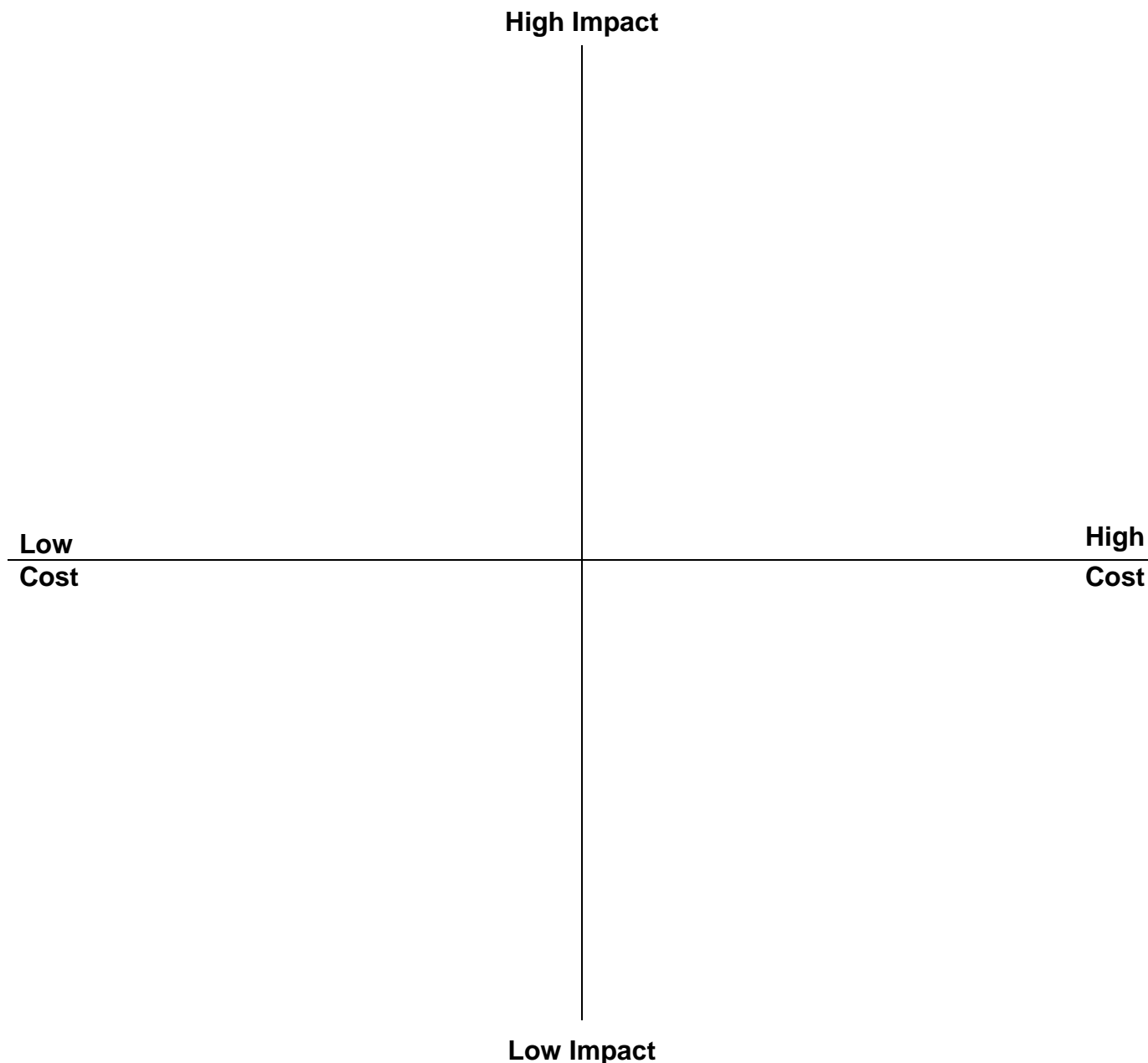
Next Steps --

- 1) Discuss and **agree upon the criteria** you feel are important.
- 2) Use the **flip chart** with a copy of the map on the next page **to prioritize the Action Steps on your Post-It Notes**.



Section V: Developing a One-Year Action Plan

Prioritizing Your Action Steps



- The action steps with the **highest potential impact and highest potential cost** are going to be in the **upper right hand corner**. *You will have to carefully and strategically consider how to undertake these!!*
- The action steps with the **highest potential impact and lowest potential cost** are going to be on the **upper left hand**. These are wonderful opportunities to create early successes for your Committee!
- **Low cost, low impact** action steps on the **lower left** may be worth doing if the Committee does not have so many higher impact activities to undertake that they are squeezed out.
- **High cost, low impact** actions in the **lower right hand** corner are likely to be dropped, unless your Committee has lots of time and resources.



Making Sure Your Committee has SMART Goals

Your Committee needs to establish SMART Goals that Allow You to Carry Out Your Ideas. These will be based on the actions that you have written on your Post-It Notes.

To be SMART, your action steps or goals must be:

***Specific *Measurable *Assigned *Realistic *Timed**



Is it **Specific**?



Is it **Measurable**?



Is it **Assigned**?



Is it **Realistic**?



Does it have a **Timeline**?

- Using the list of characteristics above, **add details to make to your Post-It Notes to make the action items SMART.**
 - + Is it **specific** enough? (i.e. “We will publish a newsletter” is usually not specific enough! How often? How long? How produced?)
 - + Is it **measurable**? (i.e. “We will have more effective meetings.” is not specific or measurable. What will be done differently at meetings? How will you measure it? You might, for example say that “members will rate our meetings as 20% more effective during the last quarter than the first quarter of the coming year.”)
 - + **Who’s responsible** for the follow through? (“The Committee” is not usually specific enough. Which individual is assigned to ensure that the task gets done? Who will help him or her in what specific ways?)
 - + Are you getting carried away and suggesting **too ambitious** a plan? What’s realistic?
 - + **How long** will it take to get done from the time it starts? Once you’ve plotted a start date on your annual schedule, set a deadline for having it done!
- You may find that one Post-It note action has become three of four! Use one note for each separate assignment needed to accomplish the goal.

After making all your action items SMART, look at them in total. Are there too many to reasonably accomplish in a year? If so, keep prioritizing and eliminating the less critical actions until you have a reasonable load.

Once you’ve finished developing your list of SMART goals or action items, **plot them out on the flipchart grid** and check them again to see how realistic a plan your plan is. Continue to eliminate items so that you have an achievable plan.



Section V: Developing a One-Year Action Plan

Developing a One Year Plan

<u>Month # 1</u>	<u>Month # 2</u>	<u>Month # 3</u>	<u>Month # 4</u>	<u>Month # 5</u>	<u>Month # 6</u>
<u>Month # 7</u>	<u>Month # 8</u>	<u>Month # 9</u>	<u>Month # 10</u>	<u>Month # 11</u>	<u>Month # 12</u>

- **When will your Committee do what action? Use the flip chart with the one year grid to plot out the coming year.** If your SMART goals involve action every month, or every two months, use extra Post-It notes to show action every time it has to be taken!



A Reality Check for Your Action Steps

Many Committees make plans and commitments, but don't achieve their goals. One way to help your Committee be more effective is to check on what you've said you'd do and see if it's realistic and if members have the resources and skills to do what's been assigned to them.

For each of your steps, answer the following question:

⇒ ***"What will be our excuses for not getting tasks done by the deadline?"***

Then problem solve and address the conditions or issues raised.

Excuse: _____

How to handle it: _____

Excuse: _____

How to handle it: _____

Excuse: _____

How to handle it: _____

Excuse: _____

How to handle it: _____

Excuse: _____

How to handle it: _____

Excuse: _____

How to handle it: _____

⇒ ***What is your strategy or plan for holding people accountable?***

⇒ ***Do you now have agreement on a draft (expect it to change in the coming months!) action plan for the coming year? Congratulations!!***



SECTION VI: Wrap-Up

How Much of Your Time Today Was Well Spent?

25% _____

50% _____

75% _____

90% _____

+ What did we do well that helped you learn and enjoy the session?

- What could have been done differently to improve your learning & enjoyment?

How will today's session impact your Committee's future?

What will you – personally – do differently as a result of today's session?



Appendix –

Common Questions About Building Effective Health & Safety Committees

1. *Didn't the Electromation and Dupont NLRB cases limit labor and management's ability to form and operate joint committees?*

These cases do not limit the ability of labor and management to operate in joint programs in good faith. The Electromation case established that non-union employers cannot establish and dominate employee committees which are set up to negotiate working conditions. The Electromation case was brought by the Teamsters, who believed that the "Action Committees" were expressly designed to thwart an organizing drive.

The Dupont case was brought to the Board by the Chemical Workers Association, which believed that the Company was operating worker committees in a deliberate attempt to undermine the Union. This case establishes the guidelines under which joint committees can operate in unionized workplaces. Dupont safety & fitness committee **characteristics which made them illegal** included:

- **management set the size** of each committee;
- management **selected employees** to staff the committees if more than the required number volunteered;
- management **reserved the right to set up and disband** committees;
- management **allowed the committees to duplicate efforts undertaken by the union**, and then ensured that the committees had greater success in their efforts;
- the committees **determined incentives and rewards for workers** without consultation with the Union's bargaining committee;
- although the committees could make **decisions** concerning safety in the plant, they **were subject to the approval of management members of the teams**.

The Board attempted to also create an outline from which companies could set up teams. It suggested that joint committees should avoid dealing with management as a union might. Committees that are formed to impart information and plan education programs are well within the scope of the law. It is important for management not to dominate joint committees, but rather be a participant with a commensurate number of votes in decisions. Responding to the decision, the Union's lawyer stated that it's "...very simple..., if you want labor-management cooperation, deal with the Union."

Labor-management committees that operate within the UAW's guidelines will be under no threat from the NLRB. This includes written contract language defining the committee, and joint, consensus decision-making in the research, design, and implementation of all programs. If management, frustrated because of conflict with Union representatives, tries to "go around them" to deal directly with bargaining unit employees, this is a violation of the law. But this is also ineffective as a management strategy, because it will only cause more conflict and disruption in the long run. Using the constructive conflict skills at the leadership level is essential for good labor-management relations and successful joint programs.



Appendix: Commonly Asked Questions –

2. What if our traditional labor-management relationship is conflictual, we're pretty sure we lack the skills for constructive conflict resolution, and we're not sure we can change attitudes toward constructive relations?

Don't start new initiatives without resolving entrenched problems and improving skills! Training and facilitated problem-solving provide the best hope for such a worksite. In a problem-solving process, a facilitator can mix training with the identification of the issues that undermine the labor-management relationship. Participants in the process then prioritize the problems they've identified, and use systematic problem-solving to tackle each one until they have resolved the issues to their best of their abilities and conclude that the process has given them the skills and perspectives to operate more effectively in the future.

If labor and management representatives join in this process honestly, and focus on building good relations, they can set the stage for taking on more ambitious programs.

One suggestion from a successful H&S Committee is to refuse to leave meetings till issues are resolved.

Getting beyond finger pointing is another aspect of this problem, and that would be addressed in the above problem-solving process. Some committees that have evolved beyond blaming have learned to stick to the issues, and not attack personalities, and to focus on engineering controls, rather than people's behaviors.

3. We have a problem with a high rate of turnover among our committee members. How can we handle this?

- 1) **Identify core skills members need.** If you lay out for people what they need to learn in clear terms, it will increase their respect for the position on the committee, and build their commitment as they learn the materials and skills. Of course, if you have high expectations, it indicates that you've done your homework about the role of the Committee.
- 2) **Evaluate if the turnover is a reflection on the Committee's effectiveness.** Oftentimes, turnover is caused by people feeling as if they cannot or do not play a meaningful role, because they lack the expertise, authority, time or resources to get the job done well. Exit interviews with members who leave might help you identify these issues.
- 3) **Use available union training.** Training programs are a perk of involvement in the Committee. Union programs can be very inspiring and motivational for members. The UAW offers numerous programs at no cost. *See handout with list of training topics.* Opportunities are also available through community organizations. **Networking with other health and safety activists** is another good way to sustain involvement.
- 4) **Pair new members with "veterans"** who will make sure that they get the support they need.
- 5) **Break down tasks within the committee into specialties.** This can make members' jobs more manageable, at the same time it encourages them to become "experts" in particular areas.



Appendix: Commonly Asked Questions –

4. ***Our Committee develops good ideas but we don't always know if they've been carried out or how well they worked. What should we do?***

You're not alone! Conducting regular audits of work areas would be one way to ensure that your suggestions have been carried out and how well they are working. Developing a procedure that requires those responsible for carrying out fixes to report back to the committee upon completion is a good idea. Organizing shop floor people to review fixes and holding meetings with them to evaluate their effectiveness is another good way to hold your committee accountable. If you analyzed the expected impact of your change, you could track the indicators to see if it's had an effect -- fewer incident reports, etc.

5. ***How do we stop the conflict between our H&S Committee and department managers and shop floor supervision?***

Here are a few suggestions:

- 1) The most important thing is to **ensure that top management and union officials support your committee**. If they do, others at the site will recognize the value and high priority of your work.
- 2) Provide **training and education** to managers helps them to understand why your concerns are worth bothering about -- despite production demands.
- 3) Create opportunities for department managers and supervisors to **participate in problem-solving H&S issues**. This draws them in even more and builds their commitment to changes devised.
- 4) Ensure that your Committee **fully informs department managers and supervisors** of changes that will result from committee actions before the changes are implemented in their areas. Poor communication will exaggerate any negative feelings they have about the health and safety programs

6. ***How do we turn around employee resistance to using safe and healthy practices?***

- 1) Your Committee has to **provide leadership by demonstrating your consistent commitment** to upholding health and safety principles. Once you've established your committee's credibility, it will be easier to influence employees' outlooks.
- 2) **Training and education** are as important a response to employees as they are to supervisors. If adults learn *why* something is valuable, they are more likely to support it.
- 3) **Involvement** is also a crucial strategy in building employee commitment to health and safety. You can develop job safety analysis and suggestion forms for employees to give them an active role in guaranteeing a safe and healthy workplace. Involving employees in devising solutions to H&S problems in their own work areas will build their ownership to the changes required.
- 4) **Ask employees to help you solve the problem of their resistance to compliance**. With employees' assistance, the Committee will be able to find ways to reduce the difficulties of following safe and healthy practices.
- 5) Always **communicate before making changes that impact employees**.



Appendix: Commonly Asked Questions –

7. ***What if we have access to records but lack the skills to analyze them?***

Specialties within the committee will help build members' expertise at reviewing technical materials. The Committee could invite representatives from vendors, insurance companies, other departments within the worksite, or technical staff from the UAW to review materials with them and train them in analysis. Actually scheduling training at committee meetings can be a good way to help all members develop skills.

8. ***Why does the Union not recommend programs like “safety bingo”?***

It is dangerous to encourage people to not report near misses or incidents. There is a tendency for programs that reward employees for not reporting to lead to under-reporting rather than safety action. For this reason, OSHA regulations prohibit incentives of this sort. Consider that these programs discriminate *against* employees who report unsafe conditions – a behavior we definitely want to encourage! Incentives can be useful, but if they are used, they should be offered to employees who contribute resolutions to problems, rather than to those who report low incident rates.

9. ***How do we keep our Committee from getting stuck just responding to OSHA requirements?***

A number of suggestions have been incorporated into the text of this publication. Some ideas that will keep your H&S Committee pro-active include:

- 1) **Assign members specific shifts, departments and specialties** to ensure that they have a more direct and active relationship with the shop floor;
- 2) Have the Committee undergo **an annual evaluation process** that incorporates feedback from upper management, the Union Bargaining Committee, and shop floor supervision and employees gives everyone a chance to reflect on the Committee's purpose and performance. It may also alert the worksite to the Committee's need for additional resources or members.
- 3) **Involve employees outside the Committee to problem-solve their own issues.** This will help foster a culture within the worksite that ensures active vigilance on behalf of health and safety.